

**Program Assessment Survey of South Carolina's Foster  
Care Review Board System**

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# **Program Assessment Survey of South Carolina's Foster Care Review Board System**

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## **Program Assessment Survey**

### **Mission**

The Division of Foster Care Review provides an external system of accountability and advocacy for children and families involved in the foster care system. The Division utilizes panels of community volunteers to promote safe, permanent homes for children in foster care in a timely manner and to increase public awareness regarding the impact of child abuse and neglect.

### **Problem Statement / Project Description**

This project was chosen in order to obtain an assessment of the value and performance of the Foster Care Review Board (FCRB) program by stakeholders with a vested interest in South Carolina's foster care system. The project was also chosen for the purpose of furthering the State Board of Director's Strategic Plan (see State Board of Directors 2006 – 2008 Strategic Plan, Appendix D) goals related to collaboration with state partners and more effectively demonstrating the value to state and local citizen review boards to the foster care system. The FCRB last completed a program assessment survey in the year 2000. Because of the five years that have passed since that survey it would be difficult to use for the purpose of current strategic planning.

I. Data Collection

Population

- A. Stakeholders with a vested interest in active cases as of October 1, 2005 who were either invited to attend or attended a review meeting held between March 1, 2005 and September 30, 2005.
- B. Stakeholders with a vested interest include:
  - 1. Interested parties (parents, guardians, foster parents, treatment providers and others)
  - 2. DSS case managers and supervisors
  - 3. Volunteer and Attorney Guardian ad Litem
  - 4. Family Court Judges
  - 5. FCRB members and staff (polled under a separate survey - Appendix B)
- C. Justifications
  - 1. Reviews are held once every six months for each child in foster care more than four consecutive months.
  - 2. The number of children in foster care differs from county to county with boards meeting once per month in some counties and less frequently in others. This insures inclusion of stakeholders from each county.

## II. Sampling Frame

### A. Systematic proportionate stratified random sample for foster parents and volunteer Guardian ad Litems

1. Systematic. Every 10<sup>th</sup> name was drawn from the population to include in our sample.
2. Proportionate stratified. Stratify by proportion of incidence in each county so that the sample more accurately reflects the population incidence for each stakeholder group, i.e., if 5% of all interested parties in the Population were from Richland county, then 5% of the interested parties selected for our Sample would be from Richland County.
3. Random. Using a "Table of Random Numbers" as a starting point so that every stakeholder in our population will have an equal opportunity to be chosen for inclusion in the sample.

### B. Drawing the sample (First Stage)

1. An EXCEL file sample of 10% of the active children in the Foster Care Review Data Collection System as of October 1, 2005 was created. This sample amounted to 381 children.
2. A mail listing of all licensed foster parents in South Carolina was obtained from the Department of Social services. A 10% sample was drawn from this listing.

3. A mail listing of all volunteer Guardian ad Litem in South Carolina was obtained from the South Carolina Guardian ad Litem Program. A 10% sample was drawn from this listing.
4. A listing of all active foster care program and adoption program staff case managers and supervisors was compiled from the Department of Social Services. All of these persons were chosen to receive a survey. ***This survey also has the potential to be utilized for the purpose of developing county specific plans for improvement of collaborative working relationships.***

C. Second Stage

1. Each case file chosen for the sample was reviewed to compile a list of the names and addresses of each of the sample persons for the parent, attorney guardian ad litem, treatment providers and other interested parties.
2. Each name was identified by the group to which it belonged. Duplicate names were stricken from the survey.
3. The total population size of each of the 5 stakeholder groups was determined statewide and countywide.
4. The sample sizes for the parents, attorney guardian ad litem, treatment providers and other interested parties was determined using a standard formula for determining sample size.

### III. Survey Instrument

#### A. Three questionnaires addressed to each segment.

1. Each questionnaire had questions specific only to the segment intended for.
2. Some questions appear on all three questionnaires (i.e. Demographic questions and Evaluation questions)

#### C. Preliminary Questions

1. What do we specifically want to know?
  - a. Questions that provide an evaluation of the program (i.e. program knowledge of staff)
  - b. Questions that identify problem areas of the program (i.e. how effective is the program)
2. Dimensions of service quality:
  - a. Reliability
    - 1) Trustworthy
    - 2) Informative
    - 3) Knowledgeable
  - b. Responsiveness
    - 1) Assist with difficult cases
  - c. Empathy
    - 1) Listen
    - 2) Actions/Conduct

D. Questionnaire Construction

1. Types of questions

a. Close-ended

- 1) Structured: list of choices provided.
- 2) Less flexible, unless "other" choice is provided

b. Open-ended

- 1) No list of choices provided
- 2) More information can be collected

2. Categories of Questions

a. Categories of questions





## **2005 Program Assessment Survey of South Carolina's Foster Care Review Board**

### **System Summary of Results**

#### **Overview and Method**

In October 2005, the Foster Care Review Board surveyed stakeholders with a vested interest in South Carolina's foster care system. Using a scale of 1 to 5 where **STRONG AGREEMENT** scored a 5 AND **STRONG DISAGREEMENT** scored a 1, respondents ranked their agreement or disagreement on 17 statements for Family Court Judges, 25 statements for DSS Casemanagers and Supervisors and 31 statements for Interested Parties.

All DSS Casemanagers and Supervisors and Family Court Judges were mailed surveys. 10% of Foster Parents (176), Guardians ad Litem (95) and other interested parties (parents, treatment providers, others - 485) were mailed surveys. The response rate for the groups are as follows: 179 (42%) of DSS Casemanagers and Supervisors, 24 (48%) of Family Court Judges, 46 (26%) of Foster Parents, 70 (14%) of other interested parties (parents, treatment providers, others) and 28 (29%) of Guardian ad Litem returned their surveys.

#### **Overall Results**

The mean score for all statements was 3.52; nearly 18% of all scores were "5" (strongly agree) and 7% of the scores were "1" (strongly disagree). Foster Parents had the highest mean score (3.76) and Birth Parents had the lowest mean score (2.82). Guardian ad Litem had the most questions not answered 5.2%. Foster Parents had the highest percent of Strongly Agree Responses (25.6%) and Birth Parents had the highest percentage of Disagree and Strongly Disagree Responses (40%). Of particular interest, 29% of the survey questions answered by Judges were Neutral Responses. This could be related to a lack of consistent contact with the Foster Care Review Board members and staff.

### **Items Where Each Survey Group Most Responded *Strongly Agree***

List below are the three statements yielding the most number of scores indicating the strongest agreement by survey group.

#### **JUDGES**

- ❖ Review Board Staff attorneys are welcome to attend and participate in hearings held in my court. (question 8: mean 4.3)
- ❖ Review Boards are focused on the safety, permanency and well-being of South Carolina's foster children. (questions 4a, b, c.: mean 4.1)
- ❖ The recommendations of local Review Boards have an impact on the way I think about the needs of a particular child. (question 6: mean 3.9)

These responses reflect that Judges have some understanding of the mission of the FCRB and are willing to work with our staff.

#### **FOSTER PARENTS**

- ❖ Review Board members are focused on the well-being of South Carolina's foster children. (question 5c: mean 4.1) & At the end of a review, I understand the Review Board's recommendation. (question 11: mean 4.1)
- ❖ Review Board Members and Staff are knowledgeable about issues facing children in foster care in South Carolina (questions 1 & 3); Review Board Members and Staff are focused on the safety of South Carolina's foster children (questions 5a & 6a); Review Board Staff are focused on the well-being of South Carolina's foster children (question 6c: mean 4)
- ❖ Review Board Members and Staff are focused on permanency for South Carolina's foster children. (questions 5b and 6b) I can trust Review Board members to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care. (question 12a: mean 3.9)

The responses by Foster Parents, Guardian ad Litems, Service Providers, DSS and Parents point out that FCRB members and staff are mission-focused.

## GUARDIAN AD LITEMS

- ❖ Review Board members are focused on the well-being of South Carolina's foster children. (question 5c: mean 4.2) & Review Board staff are focused on the safety of South Carolina's foster children. (question 6a: mean 4.2)
- ❖ Review Board Members and Staff are knowledgeable about issues facing children in foster care in South Carolina (questions 1 & 3); Review Board Members are focused on the safety and permanency of South Carolina's foster children (questions 5a & 5b); Review Board Staff are focused on the well-being of South Carolina's foster children (question 6c); At the end of the Review , I understand the Review Board's recommendations (question 11: mean 4)
- ❖ Review Board Staff are focused on permanency for South Carolina's foster children. (question 6b: mean 3.8)

## SERVICE PROVIDER

- ❖ Review Board Staff are focused on the safety of South Carolina's foster children. (question 6a: mean 4.3)
- ❖ Review Board Staff are focused on permanency for South Carolina's foster children. (question 6b: mean 4.2)
- ❖ Review Board Members are focused on the safety of South Carolina's foster children. (question 5a) & Review Board Staff are focused on the well-being of South Carolina's foster children. (question 6c: mean 4.1)

## DSS STAFF

- ❖ The pre-review report sent by Review Board staff prior to a review helps me prepare my presentation to the Review Board. (question 9: mean 4.2)
- ❖ Review Board Members are focused on permanency for South Carolina's foster children (questions 4b); Review Board Staff are focused on the safety or and permanency for South Carolina's foster children (questions 5a & 5b: mean 4.1)
- ❖ Review Board Members and Staff are focused on the well-being of South Carolina's foster children. (questions 4c & 5c: mean 4)

## BIRTH PARENTS

- ❖ Review Board members are focused on permanency for South Carolina's foster children. (question 5b); Review Boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child. (question 13b); The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes. (question 17: mean 3.1)
- ❖ Review Board Members are focused on the safety of South Carolina's foster children. (question 5a); I can trust Review Board staff to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care. (question 12b: mean 3)

- ❖ Review Board Members and Staff are focused on the well-being of South Carolina's foster children. (questions 5c & 6c); Review Board staff are focused on permanency for South Carolina's foster children. (question 6b: mean 2.9 – 7 other questions rated a mean of 2.9)

### **Items Where Each Survey Group Most Responded *Strongly Disagree***

List below are the three statements yielding the most number of scores indicating the strongest disagreement by survey group.

#### **JUDGES**

- ❖ I can depend upon Review Board Staff attorneys to provide pertinent information about a child's case in court. (question 7: mean 3)
- ❖ I would like the opportunity to meet regularly with members of the local Review Boards in my judicial circuit to discuss issues and suggestions for improvement of the permanency planning process for foster children. (question 10); Steps have been taken to build stronger and more positive relations between the Review Board and the Family Court Judges (question 3: mean 3.1)
- ❖ The Review Board is a factor in reducing the length of time children are in out-of-home care. (question 12: mean 3.4)

The responses received for question 7 can most likely be attributed to the fact that the FCRB only has two attorneys on staff to participate in court hearings and therefore FCRB legal staff has limited contact with the Family Court Judges in the courtroom.

The responses received for questions 10 and 3 can be attributed to the small number of meetings that FCRB staff and volunteers have had with Family Court Judges.

The responses received for question 12 demonstrate the need for better analysis of the impact of foster care review on children's length of stay in foster care. We currently do not have accurate data measures to demonstrate the FCRB has on the length of time children remain in foster care.

#### **FOSTER PARENTS**

- ❖ Steps have been taken to build stronger and more positive relations between the Review Board and the members of my community. (question 4: mean 3.2)

- ❖ The Review Board is a factor in reducing the length of time in foster care. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes (questions 16 & 17: mean 3.4)
- ❖ Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina (question 2); The recommendations of local Review Board have a significant impact on the way I think about the needs of a particular child (question 9); The Review Board is a factor in reducing the length of time children are in out-of-home care (question 15: mean 3.5)

The responses received for question 4 can be attributed to the fact that not all local Review Boards are meeting consistently (on at least a quarterly basis) with their community partners as recommended in the 2004 - 2005 Annual Report and Recommendations (Appendix E). The number of meetings held in 2005 was 86. Outcome measures should be developed to document the effectiveness of these meetings.

We currently do not have accurate data measures to demonstrate the FCRB has on the number of placements and length of time children remain in foster care. The responses received for question 17 indicate a need for better information sharing about the quality and quantity of reviews completed by reviews boards in South Carolina.

The responses received for question 2 show that foster parents have limited contact with FCRB attorneys. The responses to question 9 indicate that due to the small amount of time that FCRB volunteers and staff have contact with foster parents during review (an average of 20 minutes per review) it is difficult for them to have an impact on the way foster parents "think about the needs of a particular child" and supports the notion that more consistent participation in community meetings by FCRB volunteers would change foster parent perceptions. 86 community meetings were held in 2005

(FCRB-FAL-Foster Parent Assoc-DSS Summary of Notes of Quarterly/Monthly Meetings 2005-2006). There is no documentation available regarding the number of meetings in 2004. Again, better data measures to demonstrate the FCRB has on the length of time children remain in foster care are needed.

#### GUARDIAN AD LITEMS

- ❖ The Review Board is a factor in reducing the number of placements experienced by children in foster care. (question 16: mean 3.1)
- ❖ Steps have been taken to build stronger and more positive relations between the Review Board and members of my community (question 4); The Review Board is a factor in reducing the length of time children are in out-of-home placement (question 15: mean 3.2)
- ❖ The Review Boards have been effective in informing parents of their rights with regard to the children in foster care (question 7a: mean 3.3)

Question 16 again points out that data measures to demonstrate the FCRB has on the length of time children remain in foster care are needed.

Question 4 responses reinforce the need for consistent participation by FCRB volunteers in their regular community meetings. The data needs related to Question 15 were addressed in the Foster Parent section of data analysis.

Question 7a indicates that FCRB volunteers and staff may need to better inform parents of their rights with regard to their children in foster care.

#### SERVICE PROVIDER

- ❖ The Review Board is a factor in reducing the number of placements experienced by children in foster care. (question 16: mean 2.8)
- ❖ Steps have been taken to build stronger and more positive relations between the Review Board and members of my community (question 4 mean 3.1)
- ❖ The Review Board is a factor in reducing the length of time children are in out-of-home placement (question 15: mean 3.2)

We currently do not have accurate data measures to demonstrate the impact FCRB has on the number of placements for children foster care.

Question 4 responses reinforce the need for consistent participation by FCRB volunteers in their regular community meetings.

We currently do not have accurate data measures to demonstrate the impact FCRB has on the length of time children remain in foster care.

#### DSS STAFF

- ❖ The Review Board is a factor in reducing the number of placements experienced by children in foster care. (question 15: mean 2.9)
- ❖ Review Boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child. (question 12: mean 3)
- ❖ I can trust Review Board members to assist me with difficult cases. (question 10a); The Review Board is a factor in reducing the length of time children are in out-of-home care. (question 14); The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes (question 16: mean 3.2)

We currently do not have accurate data measures to demonstrate the impact FCRB has on the number of placements for children foster care.

Review Board meetings are the only forum where all stakeholders have the opportunity within the child welfare system where questions are addressed and solutions are proposed for each child. Efforts to increase understanding by members of the DSS staff are needed based on these responses.

Strongly collaborative partnerships are needed to encourage the belief by DSS Staff that Review Board members can be trusted to assist them with difficult cases. **(FCRB staff was rated more highly in this category 3.4)** We currently do not have accurate



data measures to demonstrate the impact FCRB has on the length of time children remain in foster care; Greater efforts are needed to demonstrate that the Review Board desire and is willing to put forth effort in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes.

## BIRTH PARENTS

- ❖ The Review Board is a factor in reducing the length of time children are in out-of-home care. (question 15: mean 2.4)
- ❖ Review Board Staff are knowledgeable about issues facing children in foster care in South Carolina (question 3); I can trust Review Board Members to consider all facts of the case before making their recommendations. (question 10: mean 2.5)
- ❖ Review Board Members are knowledgeable about issues facing children in foster care in South Carolina (question 1); At the end of reviews, I understand the Review Board's recommendation. (question 11); The Review Board is a factor in reducing the number of placements experienced by children in foster care (question16: mean 2.6)

We currently do not have accurate data measures to demonstrate the impact FCRB has on the length of time children remain in foster care.

It is difficult to demonstrate to parents that Review Board Staff are knowledgeable about issues facing children in foster care in South Carolina as it is difficult to demonstrate that Review Board Members consider all facts of the case before making their recommendations.

It is difficult to demonstrate to parents that Review Board Staff are knowledgeable about issues facing children in foster care in South Carolina; It is not difficult to explain the Review Board's recommendation to parents; however, explanation is already part of our review process. Further evaluation of this part of reviews would be necessary to determine the cause of these responses; We currently do not have accurate data

measures to demonstrate the impact FCRB has on the number of placements for children foster care.

### **Implementation Plan**

The challenges of evaluating the impact and effectiveness of any organization are many. Evaluating a system as complex as South Carolina's foster care program is exceptionally complicated given the large numbers of bureaucratic sub-systems (Family Court, DSS, FCRB, and Guardian ad Litem Programs) with a mix of volunteers, foster parents, for profit and non-profit providers, parents and children. Teasing out aspects of the Foster Care Review Board that can be measured quantitatively creates challenges of its' own. The steps recommended in the following text will require further thought and evaluation to determine their effectiveness. The results of the 2005 Program Assessment Survey point to many areas where the Foster Care Review Board's (FCRB) system is effectively demonstrating its' mission. The Survey also highlights the path for further improvement of the FCRB program for the purpose of improving permanency outcomes for children in the foster care system.

Intensified efforts by FCRB members to participate in their local community meetings should build stronger and more positive relations between the Review Board and members of their communities. Representatives from each local Review Board should have at least one member designated to participate in these regularly scheduled meetings. There is no cost associated with this activity as these are volunteer hours which actually create a cost benefit of \$17.55 per volunteer hour (based on national average value of volunteer hours). Demonstrating the effectiveness of community meetings can be analyzed by use of subsequent survey instruments. These meetings have already been integrated into the operating procedures of the FCRB in general; however, continued efforts are needed to ensure full participation by all local Review Boards in their community meetings.

Measuring the impact of the FCRB on the length of time children remain in foster care and the number of placements they have is a much more complicated matter. The

FCRB program's data system is currently being redesigned, and as part of the redesign building in measures to demonstrate the impact of the FCRB on the length of time children remain in foster care and the number of placements should be given attention. The cost associated with the computer redesign is already budgeted and adding these measures should not add significant cost to the agency budget.

Assistance with difficult cases was noted by members of the DSS staff as an area needing attention. Through the continued encouragement by the State Board of Directors and FCRB program staff as well as training sessions focused on working collaboratively with DSS staff, the FCRB members should become increasingly comfortable in working closely with DSS staff on difficult cases. In the past the FCRB program was largely a staff driven program, and FCRB members did not feel compelled to work closely with DSS on difficult cases. We have seen in isolated areas of South Carolina that those members who are working closely with the DSS staff are seeing good results for children. These results have not been evaluated by area.

Explanation of parent's rights was noted as an area needing improvement by the Guardian ad Litem survey respondents. This explanation is part of every Review Board's introductory statements at reviews; however, further refinement of this process and the use of exit surveys and focus groups could assist the FCRB in improving this area of the FCRB process. An associated issue of the explanation of FCRB recommendations was noted as an area needing improvement by Parent survey respondents. One possible method to consistently address this concern could be the inclusion of the "Information for Interested Parties Invited to Attend Foster Care Review Board Meetings" brochure along with the letter of invitation for all first reviews. This brochure could also be expanded to include more information on parent's rights and the development of a Spanish version of the form should be encouraged. The cost associated with the inclusion of this brochure would be \$.22 per brochure with an average of 800 first reviews held each year, for a total annual cost of \$176.00. Mailing cost should not be higher as the brochure is not heavy enough to increase postage.

Perhaps one of the most important areas identified by both Foster Parents and DSS survey respondents was the need for the FCRB to become a greater “factor in monitoring child welfare agencies’ efforts to recruit and identify parents willing to adopt children who need homes”. As one of the 2004-2005 Annual Report Recommendations, FCRB members and staff have offered support to the South Carolina Heart Gallery by assisting at photo shoots, promoting community awareness and by attending exhibits in their areas. These efforts have no additional program cost to the Foster Care Review Board program. Demonstrating the effectiveness of FCRB efforts can be analyzed by use of subsequent survey instruments and an increased number of adoptions. These efforts have already been integrated into the operating procedures of the FCRB in general; however, continued efforts are needed to increase participation by FCRB members. Administrative oversight to assess participation rates using the fundamentals of Fourth Generation Management processes of “Plan – Do – Check – Act” are suggested. This approach emphasizes gathering information regarding stakeholder needs, tracking data (issues affecting participation), and identifying improvement opportunities. Isolating “special causes” to assess how those issues affected outcomes, and developing strategies to resolve barriers to positive outcomes will require more information.

Through continued focus on the mission of the Foster Care Review Board, State Board of Director’s Strategic Plan and the continued improvement of internal operational systems including the FCRB data system, the FCRB should be able to more consistently demonstrate it’s effectiveness in improving safety, permanency and well being for South Carolina’s foster children.

**Appendix A**

**2005 Foster Care Review Board**

**Stakeholder Survey Results**

## 2005 Foster Care Review Board Survey Results – Caseworkers

**Surveys are rated from 5-1 with 5 being strongly agree and 1 being strongly disagree**						
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
1. Most Review Board members are knowledgeable about issues facing children in foster care in South Carolina.	14.1%	50.3%	16.9%	15.8%	2.8%	3.6
2. Most Review Board staff are knowledgeable about issues facing children in foster care in South Carolina.	20.6%	56.6%	15.4%	5.7%	1.7%	3.9
3. Steps have been taken to build stronger and more positive relations between the review board and the Department of Social Services.	13.0%	45.8%	22.0%	15.8%	3.4%	3.5
4a. Review Board members are focused on the safety of South Carolina's foster children.	20.5%	59.7%	14.2%	5.1%	0.6%	3.9
4b. Review Board members are focused on permanency for South Carolina's foster children.	27.9%	57.0%	11.2%	3.4%	0.6%	4.1
4c. Review Board members are focused on the well-being of South Carolina's foster children.	23.5%	60.3%	9.5%	6.1%	0.6%	4.0
5a. Review Board staff are focused on the safety of South Carolina's foster children.	23.6%	62.4%	10.1%	3.4%	0.6%	4.1
5b. Review Board staff are focused on permanency for South Carolina's foster children.	25.7%	58.7%	12.3%	2.2%	1.1%	4.1
5c. Review Board staff are focused on the well-being of South Carolina's foster children.	25.7%	54.7%	14.5%	3.9%	1.1%	4.0
6. I can trust Review Board members to consider all facts of the case before making their recommendations.	16.3%	38.8%	19.1%	19.7%	6.2%	3.4
7. I can trust Review Board members and staff to accurately identify areas of concern.	14.1%	44.1%	19.2%	15.3%	7.3%	3.4
8. At the end of a review, I understand the Review Board's recommendation.	22.5%	58.4%	11.2%	5.1%	2.8%	3.9
9. The pre-review report sent by Review Board staff prior to a review helps me prepare my presentation to the Review Board.	45.2%	40.7%	8.5%	2.8%	2.8%	4.2

10a. I can trust Review Board members to assist me with difficult cases.	11.7%	33.0%	31.3%	15.6%	8.4%	3.2
10b. I can trust Review Board staff to assist me with difficult cases.	16.0%	30.3%	34.3%	13.7%	5.7%	3.4

**10c. What additional ways could the Review Board members and staff assist you in difficult cases?**

- Come assemble their own packets so I can do my work.
- Offer practical suggestions and consider the best interest of the child.
- As long as the Review Board continues to give support to staff and assist in difficult cases in court, that will be a great help.
- I don't need assistance from the Review Board with my cases.
- Be understanding of the fact that we want to reunite families and there are other ways to find permanency for a child besides TPR.
- We copy too much. Waist of paper, money, and time. There has to be a better way.
- More awareness of the legal restraints.
- I don't see this as a Review Board role.
- Be an advocate in court cases.
- It is difficult to do in the short amount of time spent on each case.
- We are sometimes cited for things out of our control, i.e., provider's failure to provide us with a report, sometimes even after several requests.
- Grasp an understanding of the challenges of caseworkers.
- Being realistic in the areas of concern. Example – if a 17 year old has expressed they do not want to be considered for adoption, why continue to recommend adoption once the board meets and make their recommendation? First hand knowledge.
- Constructive suggestions on how to proceed.
- Issue isn't trust – it's practicality and limited degree of involvement.
- Understand that the resources are limited, and that we case manage children with severe issues, and that most of these children won't be adopted so the FCRB needs to help in finding other permanent plans for the child.
- Court appearances on difficult cases.
- Review Board members and staff have shown that they are completely unable to make a positive contribution to progress of cases.
- Understand that caseworkers have a job to do with sometimes limited legal choices.
- FCRB can be more knowledgeable of the state law, and staffing each individual case when making recommendations.
- Provide possible resources, give insight on other difficult cases throughout the state.
- Their recommendations have aligned with DSS in my cases. It adds weight to our recommendation to the court.
- Listen before forming opinions.
- Attending court more frequently, especially permanency planning hearings.
- Knowledge of available resources.
- Testify at court hearings. Refrain from becoming caught up in the drama of the birth family.
- Take into consideration all options when planning for children.
- Help locate resources in community to better serve children and families.
- The review is too often. We only have one full time foster care worker, and it's difficult doing all the paperwork.
- I would like the FCRB to keep sending the pre-review report on time as they have been doing. This helps in case preparation.
- Workers are too focused on semantics of permanency planning rather than understanding actual needs of client and families – educate members.
- Considering facts in a realistic manner and understand there are issues in which we have no control of.

11. During the case reviews, Review Board members and/or staff have identified additional services the child being reviewed is in need of.	10.7%	41.0%	30.9%	15.7%	1.7%	3.4
12. Review boards are the place within the child welfare system where the questions and issues are addressed and the solutions are proposed for each child.	7.3%	33.7%	27.0%	19.7%	12.4%	3.0
13. Review Boards provide a check and balance in South Carolina's child welfare system.	11.2%	38.0%	29.6%	15.6%	5.6%	3.3
14. The Review Board is a factor in reducing the length of time children are in out-of-home care.	15.1%	34.1%	24.6%	4.5%	21.8%	3.2
15. The Review Board is a factor in reducing the number of placements experienced by children in foster care.	9.0%	27.0%	33.7%	5.1%	25.3%	2.9
16. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes.	19.2%	29.9%	24.9%	5.6%	20.3%	3.2
17a. If you were asked to grade the performance of Review Board members on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your board.	A – 22.1%	B – 41.7%	C – 26.4%	D – 6.7%	F – 3.1%	2.3  A = 1 & F = 5
17b. If you were asked to grade the performance of Review Board staff on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your staff?	A – 29.9%	B – 45.9%	C – 18.5%	D – 2.5%	F – 3.2%	2.0  A = 1 & F = 5
17c. Why? <ul style="list-style-type: none"> <li>• They are knowledgeable and give helpful feedback.</li> <li>• Carolyn is sharp. "I hate to see workers waste time on foster care review packets", a supervisor from one county told me. "I've been trying to get rid of foster care review board for 30 years", a supervisor from another county told me. I spent 1-3 of one month assembling packets instead of making sure families are getting the services they need to change. Personally, I like documentation and believe it is helpful and I believe in oversight, but we're buried in forms and it's counterproductive. That is unless the goal is for funds not to be used and services not to be ordered. I have been with DSS for 11 months. I know people lie on reporting, such as the cases in</li> </ul>						



- Keep an open mind and realize that the worker has first hand knowledge on their cases.
- I staff difficult cases continually with my supervisor. I don't know of any way that FCRB could assist me.
- Notify directors of agencies (providers) to cooperate with progress reports.
- Court appearance in difficult cases when possible.
- Careful attention should be paid to recommendations made by the board. These recommendations should be a reflection of the cultural and social issues that our clients face. This is often times not done.
- More familiarity with history of each child so that it is not constantly addressed each review.
- I am unsure as the board comes across as being punitive in the manner in which you evaluate DSS' handling of cases.
- Have caseworkers present the case prior to meeting with family members or foster parents.
- It's easy to make a recommendation, but getting it done is something else. Money, time, and transportation.
- The Review Board is doing a great job providing pertinent support and identifying areas of concern.
- Staff and mostly board members can be realistic and reasonable in dealing with parents. Their constant recommendation at the first review is detrimental to the case.
- Probably the best way to assist in a difficult case is to attend court and make recommendation in the best interest of the child/children.
- Focus on positives instead of negatives. Assist with getting legal department to do their jobs.
- Help in the area of adoptions for emotionally disabled kids. Encourage other stakeholders to attend.
- Sometimes it is felt as if individuals are being rushed to present their cases. More patience.
- Just continue to advocate what is in the best interest of the child.
- Thank God for Anne Ochylski!
- Advocate for permanency in court.
- Give more consideration to the caseworker. At times the FCRB seems to feel that the caseworker is not doing their job.
- I have only been with DSS for less than a year. I have not had much interaction with FCRB.
- Attend court and make court recommendations together with the agency.
- Provide competent attorney for court. Put pressure on solicitors to prosecute CSC expediently.
- If possible, be present for a visit between parents and children to see interaction between parents and children.
- They didn't support DSS on a difficult case when a relative was seeking placement. They (some staff) knew the foster parent and wouldn't make a recommendation.
- I don't know how they could assist. I don't know what means they have to assist and usually don't know whose side they're on.
- I'm not sure how they have ever assisted with difficult cases other than discussing with their staff attorney.
- Staff members should remain unbiased regardless of a family's economic status. They should look at foster children as if it were their own. Consider all of the facts and think logically.
- Inform me of community resources they may know of.
- The recommendation of Return home is an improvement by not committing to which parent they are to be returned to.
- Locating resources and funding.
- I see the Review Board making a concise effort to build a stronger more positive relationship with DSS to better work together for our children.
- The board can assist with placement of difficult cases faster.
- Assist with TPR court hearings.
- Providing support to youth that need additional clothing, and provide moral support to the child and the foster parents.
- Both need to have realistic expectations about the child's plan.
- Identify community resources.

Florida, and the dishonesty in their system, and I believe oversight is necessary, but the process for the oversight in foster care review board wastes a lot of productivity.

- Members need to consider each child and caseworker's input. They need to be more familiar with obstacles caseworkers face.
- FCRB members have been very helpful with recommendations and suggestions with most of my cases presented.
- I think the Review Board and staff are working together more and are focusing on what's best for the children in foster care. Both are concerned about the well being and permanency of children in foster care.
- I don't think they are effective in doing what they should do. Members continue to be too critical of workers and do a lot of blaming, instead of just focusing on the permanent plan for the child.
- They are always aware of what is going on with cases and are courteous and respectful to DSS.
- The staff member is well versed with the agency's policy and makes every effort to make sure every child has the most appropriate, permanent plan according to policy.
- Coordinator appears to be knowledgeable and wanting to assist workers.
- They are understanding in regards to the child and worker, but something has to be done regarding paperwork.
- I have only staffed cases with the board members who come to the agency, but all work is well done.
- Some board members seem to have an unnecessary adversarial attitude.
- The staff seem to be very knowledgeable regarding the needs and issues of foster children. They ask pertinent questions and make valuable suggestions to case managers and parents. I am very impressed with chairperson Doris Hood (Lancaster county).
- Often the meeting seems like a waste of time. Just providing a report and getting little or no feedback, direction, or suggestions.
- Because sometimes people agree in order to get along.
- The staff works hard to keep up with children in spite of being understaffed and overloaded.
- They are concerned.
- Each of the two boards makes a good effort to ensure the well-being of the children whose cases are being reviewed.
- Coordinator is always prepared for the hearings. Allows ample time for workers to present and discuss their case. Very open to suggestions. Professional at all times. Very knowledgeable of their role as the FCRB coordinator.
- The FCRB is out of touch and doesn't understand how damaged these children are. They seem to think that adoption is always the solution. There is also one FCRB coordinator who has a personal agenda and tends to influence the county's board. The child's well-being isn't taken into consideration due to the coordinator's bias.
- They are understanding and are not afraid to consider the recommendation of workers and other providers involved with the child.
- Most problems are out of the control of the board (court dates and court orders, etc.)
- It has been my experience in working with the Review Board staff, that even if we disagree, it is because we both have what we believe to be in the child's best interest, and work out differences professionally.
- Because she is condescending, contrary and intentionally difficult to work with. I believe she asks for paperwork that she already has and quite possibly doesn't need in order to make my job more difficult. FCRB's focus is t's crossed, I's dotted. The system is slow so there must be someone, i.e. a caseworker, county, or attorney to blame. FCRB is part of the problem, not a solution!
- Some of the members of the board ask questions and some do not ask questions.
- Lack of understanding.
- The FCRB staff member has been cooperative with DSS. They have made some good recommendations.
- Board is usually made up of concerned, dedicated people who have best interest of children in foster care. Staff is professional and well versed.
- The staff has been helpful and flexible to the extent possible on the local level.
- They do not consider the work load of the caseworker. At times some members can be rude and obnoxious. I realize it is for the children. They need to realize that they are not the only ones that

wants what is best for the children.

- They are very helpful. I think the only problem is when caseworkers are cited for things beyond our control such as hearings. Maybe the areas of concern should be divided. Our FCRB is the best!!
- At least one board member has been present at 3 of my most difficult TPR hearings. Their presence is a strength and I believe holds the Judge accountable for any decision he makes.
- The Review Board needs to put more pressure on the agency to work toward reunification or permanency, not just giving a recommendation. Too many children in foster care.
- The majority of the time the Review Board is conducted in a professional manner.
- Anne has been very helpful when questions have arisen. She responds quickly and works well with DSS staff. She is by the book and gives everyone an equal chance to correct any problems.
- Often the Review Board pays more attention to what wasn't done correctly rather than focusing their energy and time on the best resolution for the child.
- The Review Board listens to the case and reviews all facts before a recommendation is made. Also, sometimes the Review Board likes to discuss the case a little more with the caseworker before a recommendation is made. That is great!
- The FCRB coordinator is excellent. She is thorough, professional, and helpful. The board members often have their own agendas and personal favorite case managers.
- The performance of the FCRB is usually always helpful and serves in the best interest of foster care children.
- Review Board members are very knowledgeable and easy to work with.
- I gave the grade B, because they assist in making sure that the foster children are permanently placed.
- I think the coordinator is knowledgeable and attempt to look out for the welfare of the child and family and is understanding of efforts made by the agency to do the things the child needs.
- Review Boards are often unrealistic about the resources available to workers and children. Most are more focused on every child being adopted in place of the best interests of the child and true permanency which does not always require adoption.
- The staff do not listen to the workers. It's as if they have all the answers.
- It takes several hours to prepare the review board packets and the presentations only take about 15 minutes each. The FCRB does not assist me in any way in managing my caseload or working toward permanency planning for foster children.
- Not sure of staff's duties.
- Excellent staff!! I cannot ask for anything better. Always helpful and always cheerful. Please continue the outstanding services you are currently giving.
- I have only been in Newberry 6 weeks. 26 years of previous experience with FCRB has caused me to have very mixed feelings regarding the FCRB as regards it's purpose and goals.
- The board and it's staff do not understand the cultural issues found by the clients served. The recommendations tend to lengthen the time in care. Recommendations are made with little or no thought to the impact to the lives of the client.
- They are not knowledgeable about many of the policies of DSS. They request information they should not be privy to because of confidentiality.
- Very knowledgeable with policy and procedures. Very caring for children.
- The members usually follow what the staff or board chair has to say.
- The county Review Board members are knowledgeable, concerned, and provide useful insight regarding the casework provided to or done for my cases.
- They are knowledgeable of case factors and make excellent recommendations. Appear to have a genuine concern and interest of children in care.
- Some of the board members are more concerned about themselves and their interest in certain children. (Survey mentions names, see survey 89 for complete answer.)
- Overall, I feel they do a good job in assessing the cases based on the information received. I feel that they have the child's best interest at hand.
- Some members have no idea of the realities of foster care, court, child welfare system, in spite of your efforts to recruit and train. I have found the staff to be helpful and knowledgeable.
- County staff appears to be more interested in "catching you", than in assisting staff or children.
- There is always room for improvement.

- I'm not sure if the FCRB is beneficial.
- I'm not sure what you mean by "staff". If it is referring to Millie Qualls, she gets an A+++.
- We work together and have a very positive, professional relationship. Helpful to have another view of situations/cases.
- Because of the issues with being rushed when making a presentation of a case.
- The Review Board staff is very helpful in getting children reviewed in a timely manner and identifying areas where the agency can improve services. I do wish the agency would not be cited for not having reports when documented they were requested. We cannot force providers to send us information timely.
- Understand issues and concerns of foster children.
- The county Review Board staff is genuinely concerned about the welfare of children in the custody of DSS and having to staff cases every six months while a child is in foster care to ensure permanency.
- At times the Review Board seems to have blinders on regarding other permanent plans that TPR/Adoption.
- Members tend to put their standards/expectations on the children and families. Focus for staff members tends to focus on permanency not specific case or individual needs. TPR/Adoption is often recommended for cases where it is not in the child's best interest. When staff intervenes it usually causes more problems than assistance.
- Because the staff has the children's position and well-being as the overall purpose and they have the children's best interest in mind when they are in foster care.
- The board members are often asleep and seem uninterested in the cases. The Review Board staff seems more interested and that the members are volunteers and they can't just fire them.
- Some staff are helpful.
- Sometimes their recommendations are not valid or credible due to their short time to review and make a decision.
- I believe that the FCRB has good intentions for children in foster care but like the rest of the participants in the system, sometimes they get caught up in the rules and procedures and don't always take the time to see the whole picture.
- They are very professional. They are always prepared and they work well with the agency in helping us to eliminate areas of concern before the review.
- We sometimes don't get notice of FCRB until the day letters are to go out. Takes months to get reports back. Packets are lost too often requiring extra work for caseworkers.
- Commitment to attendance, personal insight, genuine feelings for the children, honesty conveyed when advising parents.
- Knowledgeable, caring, asks appropriate questions, very helpful.
- Review Board will sometimes make recommendations for a child that is not necessarily in that child's best interest, such as ordering TPR and adoption for a teenager. In order for that child to be adopted, the foster parents want to gain something out of the relationship.
- Whatever action or recommendation the board makes is/will be in the child's best interest in most cases. They are helpful at times in making suggestions regarding treatment services.
- Members listen well but are not familiar enough with cases to do a good assessment, therefore their recommendations are often "knee jerk". I don't know the staff.
- Because every Review Board hearing I have ever attended the recommendation has always been TPR and that has not been the best recommendation.
- They know their role and responsibility and perform well.
- Professional and timely. Understands the foster care system and pushes for permanency.
- FCRB has been willing to assist DSS in court cases as shown when FCRB members were present for a recent TPR hearing.
- Easy to work with, good communication, rarely adversarial.
- Review Board seems more interested in finding fault in paperwork than the circumstances of the case.
- They are inconsistent with recommendations.
- They work with what they have, but are too far removed from the child to make decisions.
- During my minimal experience they have made a good impression on me.
- The members of the board are usually hostile toward case managers and judgmental toward

## 2005 Foster Care Review Board Survey Results - Judges

**Surveys are rated from 5-1 with 5 being strongly agree and 1 being strongly disagree**						
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
1. Review Board Members are knowledgeable about issues facing children in foster care in South Carolina.	4.8%	61.9%	33.3%	0.0%	0.0%	3.7
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina.	9.1%	63.6%	22.7%	4.5%	0.0%	3.8
3. Steps have been taken to build stronger and more positive relations between the review board and the Family Court Judges.	9.1%	18.2%	50.0%	18.2%	4.5%	3.1
4a. Review Boards are focused on the safety of South Carolina's foster children.	22.7%	63.6%	13.6%	0.0%	0.0%	4.1
4b. Review Boards are focused on permanency for South Carolina's foster children.	27.3%	59.1%	13.6%	0.0%	0.0%	4.1
4c. Review Boards are focused on the well-being of South Carolina's foster children.	36.4%	40.9%	22.7%	0.0%	0.0%	4.1
5. The recommendations of local Review Boards have an influence on the Orders issued in my courtroom.	13.0%	34.8%	43.5%	8.7%	0.0%	3.5
6. The recommendations of local Review Boards have an impact on the way I think about the needs of a particular child.	17.4%	56.5%	21.7%	4.3%	0.0%	3.9
7. I can depend upon Review Board Staff attorneys to provide pertinent information about a child's case in court.	4.3%	34.8%	30.4%	21.7%	8.7%	3.0
8. Review Board Staff attorneys are welcome to attend and participate in hearing held in my court.	47.8%	43.5%	4.3%	4.3%	0.0%	4.3
9. Review Board volunteers are welcome to attend and participate in hearing held in my court.	34.8%	26.1%	26.1%	13.0%	0.0%	3.8
10. I would like the opportunity to meet regularly with members of the local Review Boards in my judicial circuit to discuss issues and suggestions for improvement of the permanency planning process for foster children.	4.3%	30.4%	47.8%	8.7%	8.7%	3.1

11. Review boards provide a check and balance in South Carolina's child welfare system.	13.6%	36.4%	40.9%	9.1%	0.0%	3.5
12. The Review Board is a factor in reducing the length of time children are in out-of-home care.	9.1%	31.8%	50.0%	9.1%	0.0%	3.4
13a. If you were asked to grade the performance of Review Board members in your circuit on a traditional grading scale A-F, what grade would you give your board?	A – 23.1%	B – 69.2%	C – 0.0%	D – 7.7%	F – 0.0%	1.9 A = 1 & F = 5
13b. If you were asked to grade the performance of Review Board attorneys in your circuit on a traditional grading scale A-F, what grade would you give your attorneys?	27.3%	54.5%	0.0%	18.2%	0.0%	2.1 A = 1 & F = 5
13c. Why? <ul style="list-style-type: none"> <li>• Turn over is great.</li> <li>• Have not held court in my circuit for quite a while.</li> <li>• Always prepared whenever they have appeared before me.</li> <li>• Their reports are important for an objective evaluation.</li> <li>• I don't know who the review board attorneys are.</li> <li>• Review Board attorneys never appear before me.</li> <li>• The FCRB's recommendation are filed with the DSS case.</li> <li>• I think they make an honest informed effort on behalf of the children.</li> <li>• Good knowledge, good job.</li> </ul>						

# Survey Results - Judges

	0	1	2	3	4	5	
question #	blank	SD	D	N	A	SA	mean
8	0	0	1	1	10	11	4.3
4A	1	0	0	3	14	5	4.1
4B	1	0	0	3	13	6	4.1
4C	1	0	0	5	9	8	4.1
6	0	0	1	5	13	4	3.9
2	1	0	1	5	14	2	3.8
9	0	1	2	3	4	5	3.8
1	2	0	0	7	13	1	3.7
5	0	0	2	10	8	3	3.5
11	1	0	2	9	8	3	3.5
12	1	0	2	11	7	2	3.4
3	1	1	4	11	4	2	3.1
10	0	2	2	11	7	1	3.1
7	0	2	5	7	8	1	3
13A *							
13B *							
TOTAL RESPONSES	9	6	22	91	132	54	3.67
Percent	2.90%	1.90%	7.00%	29.00%	42.00%	17.20%	
TOT SD/D	n = 28; 9%						
TOT A/SA	n = 186; 61%						

\* different rating scale

## 2005 Foster Care Review Board Survey Results – Service Providers

**Surveys are rated from 5-1 with 5 being strongly agree and 1 being strongly disagree**						
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
1. Review Board Members are knowledgeable about issues facing children in foster care in South Carolina.	25.5%	43.1%	17.6%	13.7%	0.0%	3.8
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina.	20.0%	38.0%	30.0%	12.0%	0.0%	3.7
3. Review Board staff are knowledgeable about issues facing children in foster care in South Carolina.	25.5%	41.2%	25.5%	7.8%	0.0%	3.8
4. Steps have been taken to build stronger and more positive relations between the review board and the members of my community.	3.9%	27.5%	49.0%	17.6%	2.0%	3.1
5a. Review Board members are focused on the safety of South Carolina's foster children.	35.3%	49.0%	9.8%	5.9%	0.0%	4.1
5b. Review Board members are focused on permanency for South Carolina's foster children.	31.4%	43.1%	17.6%	7.8%	0.0%	4.0
5c. Review Board members are focused on the well-being of South Carolina's foster children.	31.4%	45.1%	17.6%	5.9%	0.0%	4.0
6a. Review Board staff are focused on the safety of South Carolina's foster children.	39.2%	47.1%	13.7%	0.0%	0.0%	4.3
6b. Review Board staff are focused on permanency for South Carolina's foster children.	35.3%	49.0%	13.7%	2.0%	0.0%	4.2
6c. Review Board staff are focused on the well-being of South Carolina's foster children.	29.4%	49.0%	19.6%	2.0%	0.0%	4.1
7a. The Review Boards have been effective in informing parents of their rights with regard to the children in foster care.	11.8%	45.1%	31.4%	9.8%	2.0%	3.5
7b. The Review Boards have been effective in informing parents of their responsibilities with regard to children in foster care.	13.7%	45.1%	25.5%	15.7%	0.0%	3.6



8a. The Review Boards have been effective in informing others of their rights with regard to children in foster care.	7.8%	39.2%	39.2%	13.7%	0.0%	3.4
8b. The Review Boards have been effective in informing others of their responsibilities with regard to children in foster care.	9.8%	35.3%	45.1%	9.8%	0.0%	3.5
9. The recommendations of local Review Boards have a significant impact on the way I think about the needs of a particular child.	13.7%	35.3%	25.5%	15.7%	9.8%	3.3
10. I can trust Review Board members to consider all facts of the case before making their recommendations.	15.7%	43.1%	27.5%	11.8%	2.0%	3.6
11. At the end of a review, I understand the Review Board's recommendation.	31.4%	47.1%	13.7%	3.9%	3.9%	4.0
12a. I can trust Review Board members to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	23.5%	51.0%	13.7%	9.8%	2.0%	3.8
12b. I can trust Review Board staff to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	19.6%	49.0%	21.6%	7.8%	2.0%	3.8

**12c. What additional ways could the Review Board members and staff assist you in your efforts to advocate for safety, permanency, and well-being for children in foster care.**

- Since 1998 I have received Review Board decisions on two occasions only. I usually have no idea what was said.
- Every 6 months service providers get rush phone calls asking about the client before FCRB. Increase accountability of service providers who can't provide answers to your questions. More follow up after recommendation is made.
- Communicate more efficiently with the parents. Explain role of FCRB more clearly. Understand issues affecting parents of children in Foster Care.
- Push DSS in efforts of better services for adults. Have a representative in court.
- Children are not always getting medical needs met and positive social interactions.
- Make sure that DSS is prepared for FCRB and has invited interested parties.
- It would be better if DSS actually followed Review Board recommendations!!
- The attorneys could come to the hearings.
- From my perspective, FCRB is a well meaning but powerless entity. DSS often states it's just a formality and does not bear any relevance to the treatment plan of the parent or child.
- Know more about the foster homes children are placed in.
- I feel that there could be more diversity on the boards.
- Improve selection, screening, and training of foster parents! This would significantly reduce placement problems.
- Follow up of recommendation to therapist.
- I don't see how it is possible for this Review Board to know what they need to know to get all their things done both in terms of information, experience, and training.

<ul style="list-style-type: none"> <li>Case workers could contact family members and advocated for the children about any changes made to the case. Case workers could also return phone calls made by foster parents and advocates. Board members can also attempt to contact biological parents in a more timely manner in order to speed up the adoption process.</li> <li>Review Boards allow cases to drag on for years leaving kids and parents in limbo. DSS is allowed to drag their feet at times.</li> <li>I have confidence in the current format and I would not make any major changes.</li> <li>I feel that the Review Board does not have consistency with cases and only follows a case when it is up for review.</li> <li>More time with cases which have problems which need to be identified. They do a good job with the time they do have.</li> </ul>						
13a. Review Boards are the place within the child welfare system where issues are addressed and solutions are proposed for each child.	20.0%	42.0%	16.0%	16.0%	6.0%	3.5
13b. Review Boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child.	14.0%	38.0%	24.0%	18.0%	6.0%	3.4
14. Review Boards provide a check and balance in South Carolina's child welfare system.	22.0%	46.0%	24.0%	4.0%	4.0%	3.8
15. The Review Board is a factor in reducing the length of time children are in out-of-home care.	4.0%	42.0%	26.0%	22.0%	6.0%	3.2
16. The Review Board is a factor in reducing the number of placements experienced by children in foster care.	4.0%	28.0%	32.0%	20.0%	16.0%	2.8
17. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes.	8.0%	38.0%	34.0%	16.0%	4.0%	3.3
18a. If you were asked to grade the performance of Review Board members on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your board.	A – 21.7%	B – 45.7%	C – 23.9%	D – 8.7%	F – 0.0%	2.2  A = 1 & F = 5
18b. If you were asked to grade the performance of Review Board staff on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your staff?	A – 23.8%	B – 47.6%	C – 23.8%	D – 4.8%	F – 0.0%	2.1  A = 1 & F = 5

### 18c. Why?

- I have only received two reports in our group home since 1998.
- They listen to each representative, ask questions, confront when necessary and work together to present a recommendation.
- I really do not know the Review Board staff very well, but the board members seem very well informed and prepared.
- Board members don't always seem to understand unique issues of parents and children in Foster Care. Staff do seem to have a good sense of awareness.
- Anderson FCRB does a good job, but they carry no weight with DSS and the judicial system. Also, they are too quick to push TPR – punitive on the client and don't really understand the adult's needs.
- Review Board members seem to take a comprehensive review of all information submitted before reaching a decision. Very thorough.
- I feel that they have the youth's best interests in mind. Some issues increase the time line on adoption (behavioral, emotional) this needs to be understood.
- I did not know there was a Review Board staff or how they could be reached if needed.
- The Review Board seems to take the recommendations of therapists and other workers involved in a child's case into consideration before making final decision.
- The Board carefully reviews each case on an individual basis and makes recommendations in the best interest of the child.
- They do a good job overall. Sometimes the meetings are short and not enough information is reviewed.
- They seem to do their job during the meetings.
- Members are not always informed of clients complete history or needs. Staff often times do not follow recommendations given by service providers.
- Excellent and smart about issues and process.
- They are there to monitor the progress of the child's welfare.
- Review Board staff are not actively trying to keep contact with the foster families and advocates until it is time for a review. It has been my experience staff members will not return phone calls when there are immediate concerns involving foster children.
- I have not attended one as of yet.
- I feel they do a good job given their resources and the powerful effects from the rest of the system.
- It is an effective system that takes into account the feedback of others involved in the individual case to make appropriate plans for the children.
- They only hear about a case for a few moments and are often denied pertinent information due to lack of time availability. Many parents cannot get off work to attend in part of possibility of losing their job.
- Very professional with lots of experience.
- They do a good job but the time is limited and there is only so much that can be done.
- The Review Board is generally cooperative and helpful with requests.
- I think that often times FCRB members have their own agenda or are not necessarily open minded in considering each individual circumstance. I think FCRB is sometimes more of a formality and other times tries to get involved in issues beyond their scope.
- The board and staff are thorough and try to hold DSS accountable for doing things in a timely fashion. DSS does not seem to appreciate the time and effort of the FCRB. DSS does not seem to have any repercussions when they don't obey time limits, especially those that are law.
- Clearly work as a team for best interest of children in care.

# Survey Results - Service Provider

	0	1	2	3	4	5	
question #	blank	SD	D	N	A	SA	mean
6A	0	0	0	7	24	20	4.3
6B	0	0	1	7	25	18	4.2
5A	0	0	3	5	25	18	4.1
6C	0	0	1	10	25	15	4.1
5B	0	0	4	9	22	16	4
5C	0	0	3	9	23	16	4
11	0	2	2	7	24	16	4
1	0	0	7	9	22	13	3.8
3	0	0	4	13	21	13	3.8
12A	0	1	5	7	26	12	3.8
12B	0	1	4	11	25	10	3.8
14	1	2	2	12	23	11	3.8
2	1	0	6	15	19	10	3.7
7B	0	0	8	13	23	7	3.6
10	0	1	6	14	22	8	3.6
7A	0	1	5	16	23	6	3.5
8B	0	0	5	23	18	5	3.5
13A	1	3	8	8	21	10	3.5
8A	0	0	7	20	20	4	3.4
13B	1	3	9	12	19	7	3.4
9	0	5	8	13	18	7	3.3
17	1	2	8	17	19	4	3.3
15	1	3	11	13	21	2	3.2
4	0	1	9	25	14	2	3.1
16	1	8	10	16	14	2	2.8
18A *							
18B *							
TOTAL RESPONSES	7	33	136	311	536	252	3.66
Percent	0.55%	2.60%	10.70%	24.40%	42.00%	19.80%	
TOT SD/D	n = 169; 13%						
TOT A/SA	n = 788; 62%						

\* different rating scale

## 2005 Foster Care Review Board Survey Results – Parents

<b>**Surveys are rated from 5-1 with 5 being strongly agree and 1 being strongly disagree**</b>						
<b>Question</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
1. Review Board Members are knowledgeable about issues facing children in foster care in South Carolina.	11.8%	23.5%	11.8%	23.5%	29.4%	2.6
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina.	11.8%	23.5%	23.5%	17.6%	23.5%	2.8
3. Review Board staff are knowledgeable about issues facing children in foster care in South Carolina.	0.0%	35.3%	11.8%	23.5%	29.4%	2.5
4. Steps have been taken to build stronger and more positive relations between the review board and the members of my community.	5.6%	33.3%	16.7%	27.8%	16.7%	2.8
5a. Review Board members are focused on the safety of South Carolina's foster children.	22.2%	22.2%	11.1%	22.2%	22.2%	3.0
5b. Review Board members are focused on permanency for South Carolina's foster children.	5.6%	50.0%	5.6%	27.8%	11.1%	3.1
5c. Review Board members are focused on the well-being of South Carolina's foster children.	16.7%	27.8%	11.1%	22.2%	22.2%	2.9
6a. Review Board staff are focused on the safety of South Carolina's foster children.	16.7%	27.8%	0.0%	22.2%	33.3%	2.7
6b. Review Board staff are focused on permanency for South Carolina's foster children.	0.0%	52.9%	5.9%	23.5%	17.6%	2.9
6c. Review Board staff are focused on the well-being of South Carolina's foster children.	12.5%	37.5%	0.0%	25.0%	25.0%	2.9
7a. The Review Boards have been effective in informing parents of their rights with regard to the children in foster care.	5.9%	47.1%	5.9%	17.6%	23.5%	2.9
7b. The Review Boards have been effective in informing parents of their responsibilities with regard to children in foster care.	5.9%	41.2%	11.8%	11.8%	29.4%	2.8

8a. The Review Boards have been effective in informing others of their rights with regard to children in foster care.	0.0%	52.9%	5.9%	23.5%	17.6%	2.9
8b. The Review Boards have been effective in informing others of their responsibilities with regard to children in foster care.	0.0%	47.1%	17.6%	11.8%	23.5%	2.9
9. The recommendations of local Review Boards have a significant impact on the way I think about the needs of a particular child.	0.0%	41.2%	23.5%	17.6%	17.6%	2.9
10. I can trust Review Board members to consider all facts of the case before making their recommendations.	11.8%	17.6%	11.8%	23.5%	35.3%	2.5
11. At the end of a review, I understand the Review Board's recommendation.	11.8%	17.6%	11.8%	41.2%	17.6%	2.6
12a. I can trust Review Board members to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	17.6%	29.4%	5.9%	17.6%	29.4%	2.9
12b. I can trust Review Board staff to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	29.4%	17.6%	5.9%	17.6%	29.4%	3.0

**12c. What additional ways could the Review Board members and staff assist you in your efforts to advocate for safety, permanency, and well-being for children in foster care.**

- Don't lie to the parents or children. Good intentions DO NOT advocate bad results, nor justify them.
- Require full and detailed "explained" report from neutral GAL's not swayed by DSS. They fear DSS.
- The Review Board members and staff are doing everything to advocate for safety, permanency, and the well-being of children in foster care.
- Listening to the parents sometimes. Understand that some people are good parents and are told lies on by ya'll.
- The Review Board could give me another chance and see that it wasn't my fault, my husband lied on me.
- You could reach more toward parents in need instead of just the children. Sometimes it takes more than treatment plans.
- Check on the children twice a week for their safety.
- I think the Review Board should give parents, especially men, (incarcerated) ample time and considerations so that they can raise their own children.
- The Review Board should review all cases to make sure that they make the right decisions on placing children.
- Show more concern for the children in foster care. Help them to adjust and make them feel safe at all times.
- They can stop lying and start telling the truth and start caring about children, not money.

13a. Review Boards are the place within the child welfare system where issues are addressed and solutions are proposed for each child.	6.3%	37.5%	12.5%	25.0%	18.8%	2.9
13b. Review Boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child.	12.5%	37.5%	12.5%	18.8%	18.8%	3.1
14. Review Boards provide a check and balance in South Carolina's child welfare system.	0.0%	43.8%	18.8%	18.8%	18.8%	2.9
15. The Review Board is a factor in reducing the length of time children are in out-of-home care.	0.0%	37.5%	6.3%	18.8%	37.5%	2.4
16. The Review Board is a factor in reducing the number of placements experienced by children in foster care.	0.0%	37.5%	12.5%	25.0%	25.0%	2.6
17. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes.	12.5%	31.3%	31.3%	6.3%	18.8%	3.1
18a. If you were asked to grade the performance of Review Board members on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your board.	A – 20.0%	B – 6.7%	C – 20.0%	D – 20.0%	F – 33.3%	3.4  A = 1 & F = 5
18b. If you were asked to grade the performance of Review Board staff on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your staff?	A – 12.5%	B – 12.5%	C – 18.8%	D – 25.0%	F – 31.3%	3.5  A = 1 & F = 5
18c. <b>Why?</b> <ul style="list-style-type: none"> <li>• Make sure that everything is checked out before people are allowed to become foster parents.</li> <li>• They do not consider natural parents and always side with DSS regardless of thorough investigations into matters ordered by the court.</li> <li>• I think that Review Board members are doing a good job by looking out for foster children. Place them with someone who can give them a home.</li> <li>• Because every time I go they always recommend TPR. I haven't seen my children in 3 years because of lies that DSS told. I can't afford a lawyer.</li> <li>• Because I was judged based on my husband's actions and he lied on me and my family.</li> <li>• I needed help and was given a 1 way term that failed to meet my needs in order to have my children returned.</li> </ul>						

- Because the child learned gang behavior and how to smoke dope in the foster care home.
- Some are good and some are bad, but they treat me nice.
- Because most are concerned with the child's well being and takes everything possible into consideration for their safety. I appreciate that!!
- I don't know what grade I would give them because I have never attended a review board meeting.
- My children were taken from me because of family problems with husband (no longer with him, it was his fault). I also took sick mentally after my children were taken, but now I am better. I haven't been sick in 4 years.
- Because they really don't care about getting the kids home.
- They're not caring enough about the children in foster care. They're just a number to the board and staff.
- Because they don't do a good job at all!! They don't care about kids.
- They are full of good intentions that too often (99%) create bad results, that the Review Board justifies with lies.



# Survey Results - Birth Parent

	0	1	2	3	4	5	
question #	blank	SD	D	N	A	SA	mean
5B	1	2	5	1	9	1	3.1
13B	3	3	3	2	6	2	3.1
17	3	3	1	5	5	2	3.1
5A	1	4	4	2	4	4	3
12B	2	5	3	1	3	5	3
5C	1	4	4	2	5	3	2.9
6B	2	3	4	1	9	0	2.9
6C	3	4	4	0	6	2	2.9
7A	2	4	3	1	8	1	2.9
8A	2	3	4	1	9	0	2.9
8B	2	4	2	3	8	0	2.9
9	2	3	3	4	7	0	2.9
12A	2	5	3	1	5	3	2.9
13A	3	3	4	2	6	1	2.9
14	3	3	3	3	7	0	2.9
2	2	4	3	4	4	2	2.8
4	1	3	5	3	6	1	2.8
7B	2	5	2	2	7	1	2.8
6A	1	6	4	0	5	3	2.7
1	2	5	4	2	4	2	2.6
11	2	3	7	2	3	2	2.6
16	3	4	4	2	6	0	2.6
3	2	5	4	2	6	0	2.5
10	2	6	4	2	3	2	2.5
15	3	6	3	1	6	0	2.4
18A *							
18B *							
TOTAL RESPONSES	52	100	90	49	147	37	2.82
Percent	11.00%	21.00%	18.90%	10.30%	30.90%	7.80%	
TOT SD/D	n = 190; 40%						
TOT A/SA	n = 184; 39%						

\* different rating scale

## 2005 Foster Care Review Board Survey Results – GAL's

<b>**Surveys are rated from 5-1 with 5 being strongly agree and 1 being strongly disagree**</b>						
<b>Question</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
1. Review Board Members are knowledgeable about issues facing children in foster care in South Carolina.	31.1%	48.9%	11.1%	8.9%	0.0%	4.0
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina.	20.9%	39.5%	34.9%	23.%	2.3%	3.7
3. Review Board staff are knowledgeable about issues facing children in foster care in South Carolina.	22.2%	57.8%	15.6%	4.4%	0.0%	4.0
4. Steps have been taken to build stronger and more positive relations between the review board and the members of my community.	9.1%	25.0%	45.5%	18.2%	2.3%	3.2
5a. Review Board members are focused on the safety of South Carolina's foster children.	30.4%	47.8%	13.0%	6.5%	2.2%	4.0
5b. Review Board members are focused on permanency for South Carolina's foster children.	23.9%	52.2%	19.6%	4.3%	0.0%	4.0
5c. Review Board members are focused on the well-being of South Carolina's foster children.	34.8%	52.2%	8.7%	4.3%	0.0%	4.2
6a. Review Board staff are focused on the safety of South Carolina's foster children.	37.0%	45.7%	13.0%	4.3%	0.0%	4.2
6b. Review Board staff are focused on permanency for South Carolina's foster children.	23.9%	43.5%	26.1%	6.5%	0.0%	3.8
6c. Review Board staff are focused on the well-being of South Carolina's foster children.	24.4%	51.1%	20.0%	4.4%	0.0%	4.0
7a. The Review Boards have been effective in informing parents of their rights with regard to the children in foster care.	6.7%	35.6%	44.4%	8.9%	4.4%	3.3
7b. The Review Boards have been effective in informing parents of their responsibilities with regard to children in foster care.	8.7%	32.6%	47.8%	8.7%	2.2%	3.4

8a. The Review Boards have been effective in informing others of their rights with regard to children in foster care.	6.7%	44.4%	37.8%	8.9%	2.2%	3.4
8b. The Review Boards have been effective in informing others of their responsibilities with regard to children in foster care.	6.5%	39.1%	41.3%	10.9%	2.2%	3.4
9. The recommendations of local Review Boards have a significant impact on the way I think about the needs of a particular child.	15.2%	41.3%	26.1%	10.9%	6.5%	3.5
10. I can trust Review Board members to consider all facts of the case before making their recommendations.	19.6%	47.8%	17.4%	10.9%	4.3%	3.7
11. At the end of a review, I understand the Review Board's recommendation.	28.3%	50.0%	15.2%	2.2%	4.3%	4.0
12a. I can trust Review Board members to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	19.6%	45.7%	23.9%	8.7%	2.2%	3.7
12b. I can trust Review Board staff to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	21.7%	39.1%	23.9%	13.0%	2.2%	3.7

**12c. What additional ways could the Review Board members and staff assist you in your efforts to advocate for safety, permanency, and well-being for children in foster care.**

- I am not really sure what they do. I show up every 6 months, go through the motions – nothing changes!!
- We need more foster care homes, both parents, male and female. Also more money for care. Some foster families are single black families.
- The board members don't even know the children, have only see them IF they are there for this meeting.
- Listen more to the people involved. Facts on paper are often distorted.
- Require at least one interview with children involved during the review process.
- By responding to telephone calls and emails or snail mail. Too much voice mail. Long waiting periods for response.
- Be more forceful in dealing with DSS.
- The board is way too concerned with time in foster care. They try to push kids through the system.
- They could explain what their function is and how it relates to my work as a GAL.
- Board members could ask questions, solicit information, and consider each case on it's merits. This board knows rules and cannot see beyond them to specific cases.
- The decisions made by the Review Board do not significantly impact the children, it is just another procedure.
- I think Review Boards should send out their own notification. The Review Board needs some teeth. Reviews need to start on time. (See survey 36 for complete answer)

<ul style="list-style-type: none"> <li>• I do wish that foster parents were introduced on a first name basis only to protect the privacy of the children and the foster parents.</li> <li>• I think they should pay more attention to the GAL's point of view.</li> </ul>						
13a. Review Boards are the place within the child welfare system where issues are addressed and solutions are proposed for each child.	19.6%	39.1%	23.9%	10.9%	6.5%	3.5
13b. Review Boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child.	17.4%	43.5%	19.6%	15.2%	4.3%	3.5
14. Review Boards provide a check and balance in South Carolina's child welfare system.	20.0%	31.1%	33.3%	8.9%	6.7%	3.5
15. The Review Board is a factor in reducing the length of time children are in out-of-home care.	8.7%	32.6%	30.4%	23.9%	4.3%	3.2
16. The Review Board is a factor in reducing the number of placements experienced by children in foster care.	8.9%	26.7%	37.8%	20.0%	6.7%	3.1
17. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes.	10.9%	43.5%	30.4%	6.5%	8.7%	3.4
18a. If you were asked to grade the performance of Review Board members on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your board.	A – 16.7%	B – 54.8%	C – 19.0%	D – 4.8%	F – 4.8%	2.3  A = 1 & F = 5
18b. If you were asked to grade the performance of Review Board staff on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your staff?	A – 17.1%	B – 54.3%	C – 17.1%	D – 8.6%	F – 2.9%	2.3  A = 1 & F = 5

**18c. Why?**

- I am not sure it would be missed if it disbanded.
- Seem competent during Review Board meetings.
- There is always room for improvement.
- Review Board only knows what is on paper about the child.
- Out of touch with the actual real life situations that the children face.
- They seem to genuinely care about the children and seemed informed and professional. I have only been there twice, so I feel that I don't have enough involvement to give an "A".
- No action upon the outcome of the Board's recommendation was witnessed during my attendance.
- One of my children was placed in 4 different homes in different counties before reunification with his mother.
- They are stronger in recommending permanent care for foster care children, but must still work with the system.
- This is a huge undertaking and essentially all they can do is accept what ever the recommendations are provided to them.
- Unfortunately, due to the number of foster care cases, the FCRB has little time to delve deeply in and individual case and thus depends heavily on the DSS case worker for information, which can influence a decision biased on DSS recommendations rather than other factors.
- My board listens to everything presented and acts accordingly. The staff guides the board really well.
- Have never attended a Review. Presume that the Review Board is well trained.
- I know relatively little about the staff. I think the board is much too hasty in resolving cases.
- I have not met any staff that I know of. I don't understand the work of the board. They seem to simply hear presentations by DSS and GAL.
- Unable to see each case and it's specific problems and or strengths. They are "rules bound".
- All issues seem to take more than enough time. Review needs to be on top of length and amount of placements.
- I do not see where it has helped the children. It is just another procedure with no significant impact.
- They need a better understanding of the system – both the legal and procedural side and the treatment side (services available).
- I think they do an excellent job but I think we all could do better. The current system needs a lot of work.
- Perfection is an attainable goal.
- They seem to be competent people.
- I haven't heard all of their views.
- I don't have much contact with the staff. I'm really not sure of the difference between the staff and members.

# Survey Results - GAL

	0	1	2	3	4	5	
question #	blank	SD	D	N	A	SA	mean
5C	2	0	2	4	24	16	4.2
6A	2	0	2	6	21	17	4.2
1	3	0	4	5	22	14	4
3	3	0	2	7	26	10	4
5A	2	1	3	6	22	14	4
5B	2	0	2	9	24	11	4
6C	3	0	2	9	23	11	4
11	2	2	1	7	23	13	4
6B	2	0	3	12	20	11	3.8
2	5	1	1	15	17	9	3.7
10	2	2	5	8	22	9	3.7
12A	2	1	4	11	21	9	3.7
12B	2	1	6	11	18	10	3.7
9	2	3	5	12	19	7	3.5
13A	2	3	5	11	18	9	3.5
13B	2	2	7	9	20	8	3.5
14	3	3	4	15	14	9	3.5
7B	2	1	4	22	15	4	3.4
8A	3	1	4	17	20	3	3.4
8B	2	1	5	19	18	3	3.4
17	2	4	3	14	20	5	3.4
7A	3	2	4	20	16	3	3.3
4	4	1	8	20	11	4	3.2
15	2	2	11	14	15	4	3.2
16	3	3	9	17	12	4	3.1
18A *							
18B *							
TOTAL RESPONSES	62	34	106	300	481	217	3.66
Percent	5.20%	2.80%	8.80%	25.00%	40.00%	18.00%	
TOT SD/D	n = 140; 12%						
TOT A/SA	n = 698; 58%						

\* different rating scale

## 2005 Foster Care Review Board Survey Results – Foster Parents

<b>**Surveys are rated from 5-1 with 5 being strongly agree and 1 being strongly disagree**</b>						
<b>Question</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
1. Review Board Members are knowledgeable about issues facing children in foster care in South Carolina.	30.4%	47.8%	13.0%	8.7%	0.0%	4.0
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina.	15.9%	38.6%	31.8%	9.1%	4.5%	3.5
3. Review Board staff are knowledgeable about issues facing children in foster care in South Carolina.	27.7%	47.8%	19.6%	2.2%	2.2%	4.0
4. Steps have been taken to build stronger and more positive relations between the review board and the members of my community.	11.6%	23.3%	44.2%	14.0%	7.0%	3.2
5a. Review Board members are focused on the safety of South Carolina's foster children.	34.8%	43.5%	13.0%	4.3%	4.3%	4.0
5b. Review Board members are focused on permanency for South Carolina's foster children.	30.4%	41.3%	17.4%	10.9%	0.0%	3.9
5c. Review Board members are focused on the well-being of South Carolina's foster children.	32.6%	45.7%	17.4%	4.3%	0.0%	4.1
6a. Review Board staff are focused on the safety of South Carolina's foster children.	28.3%	45.7%	21.7%	4.3%	0.0%	4.0
6b. Review Board staff are focused on permanency for South Carolina's foster children.	30.4%	41.3%	15.2%	13.0%	0.0%	3.9
6c. Review Board staff are focused on the well-being of South Carolina's foster children.	31.1%	44.4%	22.2%	2.2%	0.0%	4.0
7a. The Review Boards have been effective in informing parents of their rights with regard to the children in foster care.	31.8%	31.8%	20.5%	9.1%	6.8%	3.7
7b. The Review Boards have been effective in informing parents of their responsibilities with regard to children in foster care.	29.5%	36.4%	20.5%	6.8%	6.8%	3.8

8a. The Review Boards have been effective in informing others of their rights with regard to children in foster care.	21.7%	37.0%	23.9%	10.9%	6.5%	3.6
8b. The Review Boards have been effective in informing others of their responsibilities with regard to children in foster care.	20.0%	44.4%	22.2%	6.7%	6.7%	3.6
9. The recommendations of local Review Boards have a significant impact on the way I think about the needs of a particular child.	21.7%	32.6%	26.1%	10.9%	8.7%	3.5
10. I can trust Review Board members to consider all facts of the case before making their recommendations.	33.3%	37.8%	11.1%	15.6%	2.2%	3.8
11. At the end of a review, I understand the Review Board's recommendation.	39.1%	37.0%	15.2%	8.7%	0.0%	4.1
12a. I can trust Review Board members to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	30.4%	41.3%	15.2%	10.9%	2.2%	3.9
12b. I can trust Review Board staff to assist me in my efforts to advocate for safety, permanency, and well-being of children in foster care.	28.3%	34.8%	23.9%	13.0%	0.0%	3.8

**12c. What additional ways could the Review Board members and staff assist you in your efforts to advocate for safety, permanency, and well-being for children in foster care.**

- By not placing a child in a home just because they don't have anywhere else to put them.
- Place fines against DSS when are not in compliance.
- The Review Board can help make sure that their recommendations be carried out.
- They could be a stronger force with the judicial system. All they can do is make recommendations. They have no power.
- If that child seemed to be happy, contented, well cared for, and a peace with himself, I don't see any reason why that child should be uprooted and sent to another home where he will lose all hope, and confidence in himself.
- Being fair and honest. The reason I said this is that I had an incident with a review board member and case worker unjustly.
- Speak to active foster parents without the parents present.
- On DSS and court actions review board recommendations should carry more weight.
- Making sure they know more about the children's background and history.
- To ask every new or established foster parents if they are receiving the promised monthly checks on time. We experienced some irresponsibility in that area with DSS. There seems to be a lack of authority there. It was frustrating and discouraging. Someone needs to make them accountable in that area.
- They do a great job but sometimes the courts just don't listen.
- Share updated information with foster parents.
- Caseworkers responses should be faster and more knowledgeable of child's sensitivity and progress.



<ul style="list-style-type: none"> <li>• The Review Board needs to have a voice in the court cases. A recommendation is paper not people. Courts need to see people.</li> <li>• Consider the foster parents. It shouldn't take 5-6 years to adopt a child.</li> <li>• Have handouts available along with telephone numbers. Have a list of resources available.</li> <li>• Make sure that the parent is able and had done everything to accept the child back in the home. Don't be too fast to place the child back in the home.</li> </ul>						
13a. Review Boards are the place within the child welfare system where issues are addressed and solutions are proposed for each child.	23.9%	47.8%	21.7%	2.2%	4.3%	3.8
13b. Review Boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child.	26.7%	44.4%	17.8%	6.7%	4.4%	3.8
14. Review Boards provide a check and balance in South Carolina's child welfare system.	22.2%	33.3%	31.1%	8.9%	4.4%	3.6
15. The Review Board is a factor in reducing the length of time children are in out-of-home care.	17.4%	41.3%	23.9%	8.7%	8.7%	3.5
16. The Review Board is a factor in reducing the number of placements experienced by children in foster care.	20.0%	20.0%	44.4%	8.9%	6.7%	3.4
17. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes.	22.2%	26.7%	26.7%	17.8%	6.7%	3.4
18a. If you were asked to grade the performance of Review Board members on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your board.	A – 46.3%	B – 26.8%	C – 12.2%	D – 12.2%	F – 2.4%	2.0  A = 1 & F = 5
18b. If you were asked to grade the performance of Review Board staff on a traditional grading scale based on the average performance of reviews you attend – A,B,C,D, or F, what grade would you give your staff?	A – 44.7%	B – 26.3%	C – 15.8%	D – 5.3%	F – 7.9%	2.1  A = 1 & F = 5

**18c. Why?**

- Review Board is a force without power. Make great recommendations but do not have the power to act.
- Because of all classes taught in foster parents' training. They have not offered first aid training.
- They explain everything so you can understand it.
- First, I don't know the difference between members and staff. Second, I think the members are very thorough but I don't think their opinions are given enough credit.
- The Review Board is in complete control, but DSS workers are lax in doing their jobs.
- Their recommendation doesn't have enough weight to make any significant changes in the length of time children are in care or any other above issues.
- They seem to be very knowledgeable about the position and are right to the point in their questioning and decisions.
- Because the caseworkers aren't truthful about something concerning the child's safety and well being. The Review Board doesn't give you notice when moving these children out of your home, especially when you have a child in your home for 6 months to a year.
- I feel the experience was average. Not enough research was presented on parents.
- The Review Board members were terrific and sympathetic to our situation as foster parents. We don't know the Review Board staff, so we can't comment on them.
- Review Board staff are responsible but the influence is limited.
- Need new people in some areas. Need to review staff members.
- I believe they do the best they can for all involved. They will listen to the children as well when they courts will not.
- Because I think they do a wonderful job. Interested in the children.
- Very knowledgeable of child case and welfare. Shared up to date information with foster parents.
- All too often caseworkers are not prepared for reviews.
- The 4-A Review Board doesn't have board troubles. However, DSS and Guardians bear more weight than the Review Board. DSS people even tell the biological parents they don't have to attend.
- Because they don't have information about a child until last minute and go through same procedures over and over. Tendencies of losing children's files.
- I don't usually attend boards because I am a respite parent and usually only have children in my home for brief periods, but from the classes that I have had and the reviews I have attended I'd say that the staff does an excellent job of taking care of the children.
- They are usually on top of all issues and address them in a meaningful way.
- The Foster Care Review Board is a level of bureaucracy without any political power that we could do without. Other agencies are better equipped to handle the needs of foster children.
- They sit and explain all decisions to the child and foster parent. They ask the child if he/she needs to talk to them alone, or if they have anything to say.
- Review Board staff does not contact foster parents like they should.

# Survey Results - Foster Parent

	0	1	2	3	4	5	
question #	blank	SD	D	N	A	SA	mean
5C	1	0	2	8	21	15	4.1
11	1	0	4	7	17	18	4.1
1	1	0	4	6	22	14	4
3	1	1	1	9	22	13	4
5A	1	2	2	6	20	16	4
6A	1	0	2	10	21	13	4
6C	2	0	1	10	20	14	4
5B	1	0	5	8	19	14	3.9
6B	1	0	6	7	19	14	3.9
12A	1	1	5	7	19	14	3.9
7B	3	3	3	9	16	13	3.8
10	2	1	7	5	17	15	3.8
12B	1	0	6	11	16	13	3.8
13A	1	2	1	10	22	11	3.8
13B	2	2	3	8	20	12	3.8
7A	3	3	4	9	14	14	3.7
8A	1	3	5	11	17	10	3.6
8B	2	3	3	10	20	9	3.6
14	2	2	4	14	15	10	3.6
2	3	2	4	14	17	7	3.5
9	1	4	5	12	15	10	3.5
15	1	4	4	11	19	8	3.5
16	2	3	4	20	9	9	3.4
17	2	3	8	12	12	10	3.4
4	4	3	6	19	10	5	3.2
18A *							
18B *							
TOTAL RESPONSES	41	42	99	253	439	301	3.76
Percent	3.00%	3.60%	8.40%	21.50%	37.40%	25.60%	
TOT SD/D	n = 141; 12%						
TOT A/SA	n = 740; 63%						

\* different rating scale

parents of children in foster care. The staff allow them to be this way and are often rude toward DSS staff themselves.

- There are times that the board is not specifically focused on the issues regarding the child. The staff does a good job of re-channeling the board and getting them back on track.
- The new staff is working hard to do their jobs. There were a few occasions where I felt they slipped in their duties.
- Just want to get paperwork not deal with case issues. Limited understanding of resources within the county and effectiveness of resources/services.
- They have the best interest of the children at heart.
- The purpose of the FCRB is to be a checks and balances system, however, it feels more like the inquisition and any excuse is used to make DSS look bad in the eyes of foster parents, GAL's, and parents. We all have struggles in this system but we all want the best for these children. We need to work together as a team, DSS, parents, foster parents, and GAL's.
- Although we don't always agree they always seem to want what is best for the child.
- We have had much turnover with staff in the last several years.
- We all have room for improvement.
- The Review Board does a great job to make sure that all children that come into care and their families are treated fairly and that the best interest of the child is the main focus.
- Both the boards and staff are knowledgeable and willing to go above and beyond for the children and staff. Everyone works together to benefit our children.
- I don't feel that I receive much input that could be implemented from members. I don't feel they look at entire situations when making recommendations such as TPR on a 17 year old who has no chance of being adopted and doesn't want TPR.
- At my first Review Board hearing, the attitudes were bad and workers didn't like meeting with the board. I can truly say the attitudes have changed and the atmosphere is professional and much better.
- Because they are interested in the well-being of the children. They make sure worker and agency is doing what they need to do to provide for the families.
- I believe that the Review Board is concerned about the welfare of the children in care.
- Review Board is efficient. Ensures children are placed in an appropriate home.
- The Board is there to give you support and direction of the case. It helps to have someone with extra "eye" to review your case.

# Survey Results - DSS

	0	1	2	3	4	5	
question #	blank	SD	D	N	A	SA	mean
9	2	1	2	3	4	5	4.2
4B	0	1	6	20	102	50	4.1
5A	1	1	6	18	111	42	4.1
5B	0	2	4	22	105	46	4.1
4C	0	1	11	17	108	42	4
5C	0	2	7	26	98	46	4
2	4	3	10	27	99	36	3.9
4A	3	1	9	25	105	36	3.9
8	1	5	9	20	104	40	3.9
1	2	5	28	30	89	25	3.6
3	2	6	28	39	81	23	3.5
6	1	11	35	34	69	29	3.4
7	2	13	27	34	78	25	3.4
10B	4	10	24	60	53	28	3.4
11	1	3	28	55	73	19	3.4
13	0	10	28	53	8	20	3.3
10A	0	15	28	56	59	21	3.2
14	0	39	8	44	61	27	3.2
16	2	36	10	44	53	34	3.2
12	1	22	35	48	60	13	3
15	1	45	9	60	48	16	2.9
17A *							
17B *							
TOTAL RESPONSES	27	232	352	735	1568	623	3.60
Percent	0.80%	6.60%	9.96%	20.80%	44.30%	17.60%	
TOT SD/D	n = 584; 17%						
TOT A/SA	n = 2191; 62%						

\* different rating scale

**Appendix B**

**2005 Foster Care Review Board**

**Staff and Volunteer Survey**

## 2005 Foster Care Review Board Member and Staff Survey: Summary of Results

### Overview and Method

In October 2005, the Foster Care Review Board surveyed Local Review Board Members and Foster Care Review Board Staff (Review Board Coordinators and their Supervisors). Using a scale of 1 to five where **STRONG AGREEMENT scored a 1 AND STRONG DISAGREEMENT scored a 5**, respondents ranked their agreement or disagreement with twenty-five statements.

All Review Board Coordinators (RBC) completed the survey for each of the review boards they staff. The two RBC Supervisors completed a survey for every board assigned to their respective staff. The survey of Foster Care Review Board Members generated 109 responses. With 165 surveys mailed to review board members, the response rate was 66 percent. All but four survey respondents identified themselves and/or their board.

### Overall Results

The average score for all statements was 1.62; nearly 30% of all scores were "1" (strongly agree) and 25% of the scores were "5" (strongly disagree). Of particular interest, 10% of the survey questions were either not answered or a definitive answer could not be determined. One other noteworthy finding is that scores varied between Staff and Members. Staff scored all 25 statements taken together 1.79 on average, review board members scored them 1.51, a typical difference of 0.28.

### Questions Not Answered

The following five questions ranked highest in **NOT** being answered:

- ❖ **My Board has met with a Family Court Judge this year to discuss issues impacting permanence for foster children in my county. (TOTAL: 33; members: 25; staff: 8 )**
- ❖ **My board has adopted a service project this year to support DSS and help children and families. (TOTAL: 23; members: 19; staff: 4 )**
- ❖ **My Board has established routine communication with our local legislative delegation. (TOTAL: 14; members: 13; staff: 1 )**
- ❖ **A representative from my Board routinely meets with the DSS County Director and others in the community to discuss system issues. (TOTAL: 13; members:13; staff: 0 )**
- ❖ **My Board is effective in working with the county Foster Parent Association and Guardian ad Litem Program. (TOTAL: 10; members:8; staff: 2 )**

### Items Where Both Review Board Members and Staff Most Responded *Strongly Disagree*

List below are the five statements yielding the most number of scores indicating the strongest disagreement.

- ❖ **My Board has met with a Family Court Judge this year to discuss issues impacting permanence for foster children in my county. (average: 4.05; members: 3.96; staff: 4.17)**
- ❖ **My Board has established routine communication with our local legislative delegation. (average: 2.92; members: 2.88; staff: 2.99)**
- ❖ **My Board periodically requests and utilizes statistical data from the state office to assist in addressing issues. (average: 2.67; members: 2.29; staff: 3.19)**
- ❖ **My board has adopted a service project this year to support DSS and help children and families. (average: 2.66; members: 2.54; staff: 2.82)**
- ❖ **My Board is effective in working with the county Foster Parent Association and Guardian ad Litem Program. (average: 2.17; members: 1.87; staff: 2.61)**

Review Board Members and Staff together scored these five statements with more STRONGLY DISAGREE responses than they did the other twenty statements. Four of these five statements also had the highest number left blank, implying that they do know, are uninformed, or choose to be less critical about these issues. It is significant that three of these five questions were new to this year's survey as new priorities for review boards. For the top five questions with the most STRONGLY DISAGREE responses, staff scored every question more critically than members did.

### **Items Where Staff Most Responded *Strongly Disagreed***

Staff scored the following five items with more STRONGLY DISAGREE responses noticeably more than among review board Members. It appears that Board members were less like to score themselves critically on areas related to their perception of the importance of meeting attendance and timeliness.

- ❖ **I notify my Chairperson or Review Board Coordinator if I am going to be absent. (Staff average: 1.49; Members average: 1.06)**
- ❖ **My Board makes a difference for the children that we review. (Staff average: 1.69; Members average: 1.30)**
- ❖ **The Chairperson of my Board assumes a leadership role. (Staff average: 1.71; Members average: 1.33)**
- ❖ **I arrive on time for the Board's Business Meeting. (Staff average: 1.56; Members average: 1.20)**
- ❖ **I am present for all the cases reviewed during a review day. (Staff average: 1.48; Members average: 1.13)**

### **Items Where Review Board Members and Staff Most Responded *Strongly Agreed***

Review Board Members and Staff both scored the following items with more **STRONGLY AGREE** responses than they did for other statements.

- ❖ **The Review Board Coordinator arrives on time for Review Board Meetings. (Members average: 1.04; Staff average: 1.03)**
- ❖ **I receive timely notice of Review Board meetings. (Members average: 1.06; Staff average: 1.16)**
- ❖ **The Members of my Board respect and support the Review Board Coordinator and recognize his/her efforts to ensure our compliance with child welfare laws and policy. (Members average: 1.09; Staff average: 1.35)**
- ❖ **The Coordinator is organized, prepared and knowledgeable about the cases to be reviewed. (Members average: 1.09; Staff average: 1.35)**
- ❖ **The Coordinator is continuously educating the Board on the importance of permanence for children. (Members average: 1.24; Staff average: 1.19)**

### **Recommendation**

The recommendation of this assessment is that the State Board and FCRB Division management should focus on the first group of five items, with additional attention paid to questions where significant differences in opinion between Review Board Members and staff exist. For subsequent surveys, it would be beneficial to encourage respondents to answer all questions as accurately as possible and not leave questions blank.

Survey results compiled and analyzed by:  
Lisa S Vosburgh, Data and Research Manager,  
Division of Foster Care Review, South Carolina Governor's Office  
November 2005



# **Appendix C**

## **Survey Questionnaires**

## FOSTER CARE REVIEW BOARD EVALUATION SURVEY – INTERESTED PARTIES

I. Please indicate by marking an "X" in the box in the appropriate column whether you agree or disagree with each of the following statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Review Board members are knowledgeable about issues facing children in foster care in South Carolina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Review Board staff are knowledgeable about issues facing children in foster care in South Carolina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Steps have been taken to build stronger and more positive relations between the review board and the members of my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5a. Review Board members are focused on the safety of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5b. Review Board members are focused on permanency for South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5c. Review Board members are focused on the well-being of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6a. Review Board staff are focused on the safety of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6b. Review Board staff are focused on permanency for South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6c. Review Board staff are focused on the well-being of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a. The Review Board has been effective in informing parents of their rights with regard to children in foster care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7b. The Review Board has been effective in informing parents of their responsibilities with regard to children in foster care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8a. The Review Board has been effective in informing others of their rights with regard to children in foster care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8b. The Review Board has been effective in informing others of their responsibilities with regard to children in foster care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The recommendations of local Review Boards have a significant impact on the way I think about the needs of a particular child.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I can trust Review Board members to consider all facts of the case before making their recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. At the end of a review, I understand the Review Board's recommendation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12a. I can trust Review Board members to assist me in my efforts to advocate for safety, permanency and well-being of children in foster care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12b. I can trust Review Board staff to assist me in my efforts to advocate for safety, permanency and well-being of children in foster care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12c. What additional ways could the Review Board members and staff assist you in your efforts to advocate for safety, permanency and well-being for children in foster care. (Please write your answer on the lines below and use the back of the page if necessary)

---

13a. Review boards are the place within the child welfare system where issues are addressed and solutions are proposed for each child. ☐ ☐ ☐ ☐ ☐

13b. Review boards are the place within the child welfare system where questions are addressed and solutions are proposed for each child. ☐ ☐ ☐ ☐ ☐

14. Review boards provide a check and balance in South Carolina's child welfare system. ☐ ☐ ☐ ☐ ☐

15. The Review Board is a factor in reducing the length of time children are in out-of-home care. ☐ ☐ ☐ ☐ ☐

16. The Review Board is a factor in reducing the number of placements experienced by children in foster care. ☐ ☐ ☐ ☐ ☐

17. The Review Board is a factor in monitoring child welfare agencies' efforts to recruit and identify parents willing to adopt children who need homes. ☐ ☐ ☐ ☐ ☐

18a. If you were asked to grade the performance of Review Board members on a traditional grading scale based on the average performance of reviews you attend – A, B, C, D, or F, what grade would you give your board?

☐ A ☐ B ☐ C ☐ D ☐ F ☐ Don't Know

18b. If you were asked to grade the performance of Review Board staff on a traditional grading scale based on the average performance of reviews you attend – A, B, C, D, or F, what grade would you give your staff?

☐ A ☐ B ☐ C ☐ D ☐ F ☐ Don't Know

18c. Why?

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II. This last section contains questions that researchers will use to categorize your responses. **Please indicate by marking an "X" in the appropriate box. \*\*\*Please note that the information provided below is for categorizing your responses and is kept confidential.**

1. Are you a?

☐ Parent ☐ Service Provider ☐ Foster Parent ☐ Guardian ad Litem

2. How often do you attend review board meetings in which the child with whom you are involved is scheduled for review?

☐ Always ☐ Usually ☐ Occasionally ☐ Rarely ☐ Never ☐ Don't Know

3. In what county is your local FCRB located? \_\_\_\_\_

4. What is your gender? ☐ Female ☐ Male

5. Which of the following categories would you say best describes your ethnic origin?

☐ Caucasian ☐ African-American ☐ Mixed or Bi-Racial ☐ Hispanic ☐ Native-American ☐ Other

☐ Asian

**Thank you very much for completing this survey.**

**Please return the completed survey in the envelope provided or by fax at 803-734-1223.**

**If you have any questions, please contact me at 803-734-2691 or e-mail me at:  
sclyburn@oepp.sc.gov**

## FOSTER CARE REVIEW BOARD EVALUATION SURVEY – JUDGES

I. Please indicate by marking an "X" in the box in the appropriate column whether you agree or disagree with each of the following statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Review Board members are knowledgeable about issues facing children in foster care in South Carolina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Review Board attorneys are knowledgeable about issues facing children in foster care in South Carolina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Steps have been taken to build stronger and more positive relations between the review board and the Family Court judges.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4a. Review Boards are focused on the safety of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4b. Review Boards are focused on permanency for South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4c. Review Boards are focused on the well-being of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The recommendations of local Review Boards have an influence on the Orders issued in my courtroom.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The recommendations of local Review Boards have a impact on the way I think about the needs of a particular child.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I can depend upon Review Board Staff Attorneys to provide pertinent information about a child's case in court.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Review Board Staff Attorneys are welcome to attend and participate in hearings held in my court.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Review Board Volunteers are welcome to attend and participate in hearings held in my court.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I would like the opportunity to meet regularly with members of the local Review Boards in my judicial circuit to discuss issues and suggestions for improvement of the permanency planning process for foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Review boards provide a check and balance in South Carolina's child welfare system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The Review Board is a factor in reducing the length of time children are in out-of-home care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13a. If you were asked to grade the performance of your Review Board members in your circuit on a traditional grading scale – A, B, C, D, or F, what grade would you give your board?					
<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> F <input type="checkbox"/> Don't Know					
13b. If you were asked to grade the performance of your Review Board attorneys in your circuit on a traditional grading scale – A, B, C, D, or F, what grade would you give your attorneys?					
<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> F <input type="checkbox"/> Don't Know					
13c. Why?					

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(OVER)

II. This last section contains questions that researchers will use to categorize your responses. **Please indicate by marking an "X" in the appropriate box.**

1. How long have you been a Family Court Judge? \_\_\_\_\_ years \_\_\_\_\_ months
2. In what Judicial Circuit do you serve? \_\_\_\_\_

**Thank you very much for completing this survey.**  
**Please return the completed survey in the envelope provided or by fax @ 803-734-1223.**

**If you have any questions, please contact me at 803-734-2691 or e-mail me at:  
scllyburn@oepp.sc.gov**

## FOSTER CARE REVIEW BOARD EVALUATION SURVEY – DSS CASE MANAGER/SUPERVISOR

I. Please indicate by marking an "X" in the box in the appropriate column whether you agree or disagree with each of the following statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Most Review Board members are knowledgeable about issues facing children in foster care in South Carolina.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Most Review Board staff are knowledgeable about issues facing children in foster care in South Carolina.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Steps have been taken to build stronger and more positive relations between the review board and the Department of Social Services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4a. Review Board members are focused on the safety of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4b. Review Board members are focused on permanency for South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4c. Review Board members are focused on the well-being of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5a. Review Board staff are focused on the safety of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5b. Review Board staff are focused on permanency for South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5c. Review Board staff are focused on the well-being of South Carolina's foster children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I can trust Review Board members to consider all facts of the case before making their recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I can trust Review Board members and staff to accurately identify areas of concern.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. At the end of a review, I understand the Review Board's recommendation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The pre-review report sent by Review Board staff prior to a review helps me prepare my presentation to the Review Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10a. I can trust Review Board members to assist me with difficult cases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10b. I can trust Review Board staff to assist me with difficult cases.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10c. What additional ways could the Review Board members and staff assist you in difficult cases (Please write your answer on the lines below.)					
11. During the case reviews, Review Board members and/or staff have identified additional services the child being reviewed is in need of receiving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Review boards are the place within the child welfare system where the questions and issues are addressed and the solutions are proposed for each child.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Review boards provide a check and balance in South Carolina's child welfare system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(OVER)



**Appendix D**

**State Board of Directors 2006- 2008**

**Strategic Plan**



**CHILDREN'S FOSTER CARE REVIEW**  
**STATE BOARD OF DIRECTORS**  
**2006-2008 Strategic Plan**

<b>GOAL I: Recruit appointees to the State Board of Directors who are willing to serve and who are committed to the mission of the Foster Care Review Board</b>		
<b>Objective A: Study the possibility of increasing the size of the State Board of Directors (statutory change required) to allow increased number of board members and to strengthen the selection process.</b>  <b>***TO BE ADDRESSED 2007-2008</b>		
<b>Objective B: Strengthen the existing State Board of Directors selection process</b>		
<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Create a Board Development committee; solicit membership from local boards.	1/27/06	Sissy Brock
2. Create a job description for State Board membership to include roles, responsibilities and qualifications.	1/27/06	Staff
3. Using criteria from the job description, solicit potential state board members by seeking input from Review Board staff, suggestions from local board chairpersons and through personal experience with those who participate in State Board committee work.	Ongoing	State Board members
4. Assign board members to interview new prospects and make recommendations to the state board.	As needed	State Board Committee
5. Board select new or continuation nominations based on recommendations.	As needed	State Board members

<i>Strategies</i>		<i>Timeline</i>	<i>Other</i>
<b>Objective C: Formally recognize the service and talents demonstrated by State Board members.</b>			
<i>Strategies</i>		<i>Timeline</i>	<i>Other</i>
1.	Develop guidelines and a specific time of year to recognize or reward State Board members for their specific contributions to the Review Board system while acting in their capacity as a State Board member.	4/30/06	State Board Committee
2.	All State Board members will be assigned tasks that use their individual skills and talents.	Ongoing	State Board Chairperson

**GOAL II: Increase public knowledge and understanding about the role and responsibilities of the Review Board through the State Board of Directors and local Review Boards.**

**Objective A: Continue building strong relationships with local Review Boards.**

<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Continue phone calls and visits with assigned local boards.	Ongoing	State Board members
2. Report on and evaluate the effectiveness of phone calls and visits to local boards at quarterly State Board meetings.	Ongoing	State Board Chairperson
3. State Board members will attend the annual Chairperson Training and participate on the agenda of that meeting.	Annually	State Board members
4. Through the course of their interaction with and visits to local Review Boards, State Board members will solicit membership on state board committees.	As needed	State Board members

**Objective B: Develop a uniform message to convey to the public regarding the role of the Review Board and foster care in South Carolina.**

<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Form a public awareness committee.	04/30/06	Sissy
2. Research various potential messages	8/30/06	PA Committee

<i>Strategies</i>		<i>Timeline</i>	<i>Other</i>
3.	Review existing state data related to children in foster care.	8/30/06	PA Committee
4.	Create a clear message(s) to be conveyed regarding the Review Board and how the Review Board impacts the child welfare system as a whole and foster care specifically.	10/31/06	PA Committee
5.	Create a plan to disseminate the message(s).	12/30/06	PA Committee
6.	Implement the public awareness plan.	2007-2007	PA Committee
7.	Evaluate public awareness plan implementation effectiveness.	2007-2008	State Board members
<b>Objective C: Utilize print and broadcast media to share message.</b>  <b>***TO BE ADDRESSED 2007-2008</b>			

**GOAL III: To increase recognition of the importance and value of citizen review by all three branches of government to ensure adequate funding and on-going support.**

**Objective A: To educate the Governor about the value of foster care review.**

<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Create talking points to use with the Governor.	10/30/05	Exec. Director
2. Schedule a meeting with the Governor to present the annual report.	10/30/05;annual	Exec. Dir.; State Board Members
3. Follow-up letters sent to the Governor outlining needs.	11/30/05;annual	State Board Members
4. Look for opportunities for one-on-one contact with the Governor.	Ongoing	State Board members

**Objective B: Target legislators to cultivate support of foster care review**

<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Take annual report to legislative delegations.	12/31/05 annual;	State Board members
2. Create talking points about funding needs.	12/31/05	Exec. Director
3. Visits to legislative delegations regarding funding needs.	4/05/06; annual	State Board members
4. Compile list of strong legislative advocates for foster care.	Ongoing	State Board members/staff

<b>Objective C: Communicate with judiciary to expand understanding between judges and boards.</b>		
<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Facilitate meetings between local boards and local judges to initiate communication.		State Board members
2. Use Chairperson Training to increase understanding among local boards of how to work more effectively with judges.	12/31/05	Local Ad Hoc committee
3. Testify before the Senate Subcommittee on Family Court Reform.	11/05	State Board members
4. Schedule a meeting with Justice Toal.	10/06	Director; State Board members
5. Develop training initiative for judges in the state.	2007-2008	To be determined

**GOAL IV: Collaborate with state and national partners to improve the many systems that impact children in foster care.**

**Objective A: Enhance and broaden relationships between local boards and DSS county directors, GALs and foster parents to address issues and deficiencies as they arise.**

**\*\*\*To be addressed 2007**

**Objective B: Work with county DSS directors to improve the quality of legal representation for children in foster care.**

**\*\*\*To be addressed 2007**

**Objective C: Develop web-site capabilities that would provide Board members with information on services available throughout the state.**

**\*\*\*To be addressed 2007**





**GOAL V: Demonstrate the value of state and local citizen review boards to the foster care system.**

**Objective A: Develop an evaluation plan for the foster care review process that measures effectiveness.**

<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
1. Appoint an Evaluation Committee.	01/31/06	State Board Chair
2. Assess data to be collected, determine what available data is measurable and applicable.	04/30/06	Evaluation Committee
3. Create evaluation objectives and outcomes.	06/30/06	Evaluation Committee
4. Create a protocol for the evaluation process	9/30/06	Evaluation Committee
<i>Strategies</i>	<i>Timeline</i>	<i>Other</i>
5. Select areas in which to pilot evaluation process	12/31/06	Evaluation Committee
6. Implement evaluation process statewide	2007	Evaluation Committee
7. Review and evaluate results from evaluation process	2007-2008	Full Board

**Objective B: Disseminate information gathered through evaluation as per established protocol**

**\*\*\*TO BE ADDRESSED 2007 - 2008**

## **Appendix E**

# **Division of Foster Care Review 2004 2005 Annual Report and Recommendations**

# **Appendix F**

## **Review Board Member Time Log**

## REVIEW BOARD MEMBER TIME LOG

REVIEW BOARD: \_\_\_\_\_

Name of Agency: **Foster Care Review Board**

Name: \_\_\_\_\_

Month/Year: \_\_\_\_\_

Date	Activity ( <u>in addition to attending RB meetings</u> ) (ex.: quarterly meetings; court; etc.)	Amount of time
Total hours		

**Certification:** I certify that the information above is correct and accurate.

\_\_\_\_\_  
Review Board Member Signature

\_\_\_\_\_  
Date

*Shared/Forms/Review Board Time Log*